

International Crisis & Risk Communications

**Global Financial Crisis Communications:
*The Winning Approach***



GLOBAL HIGH-STAKES COMMUNICATIONS



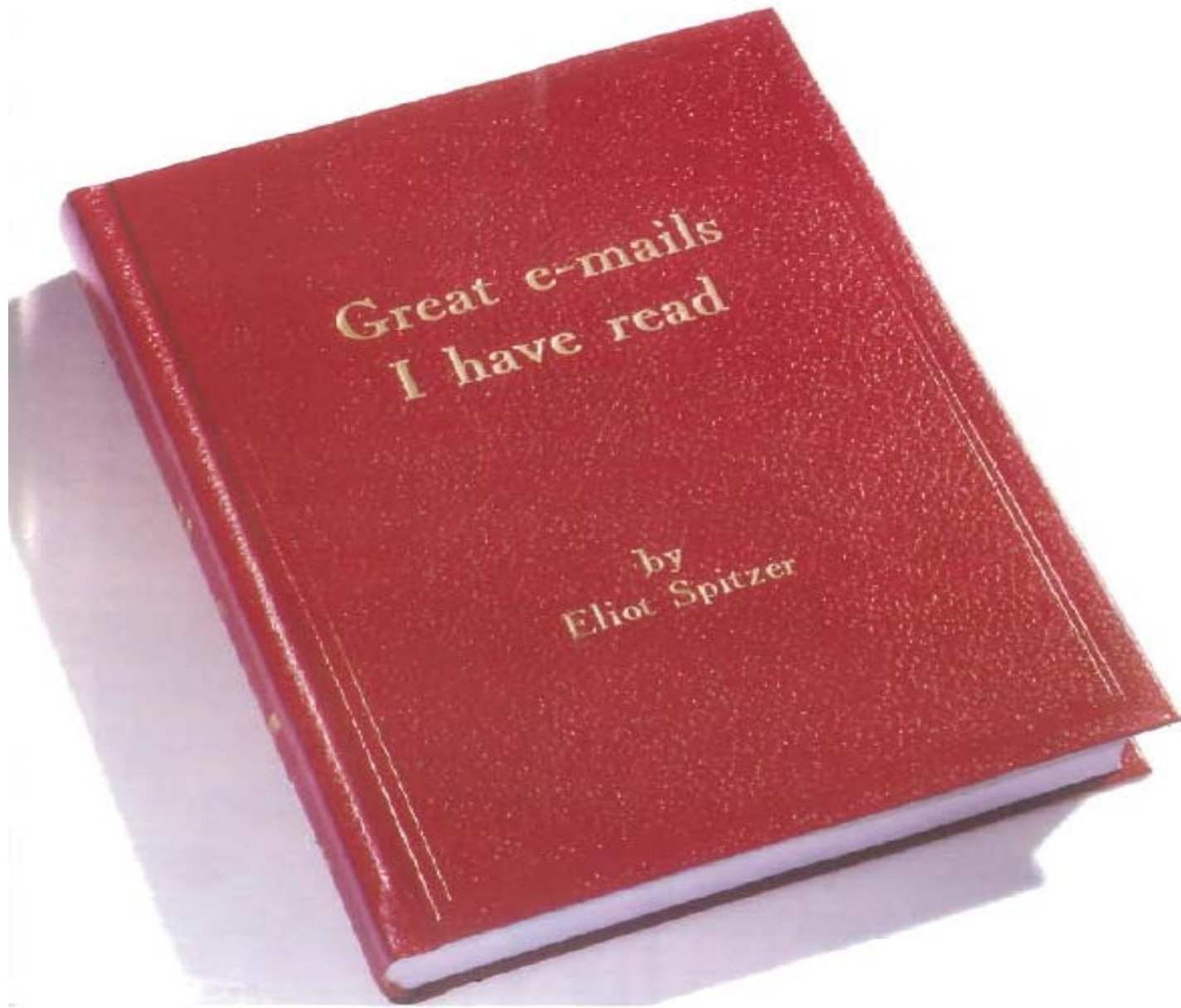


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The Drive Toward Change

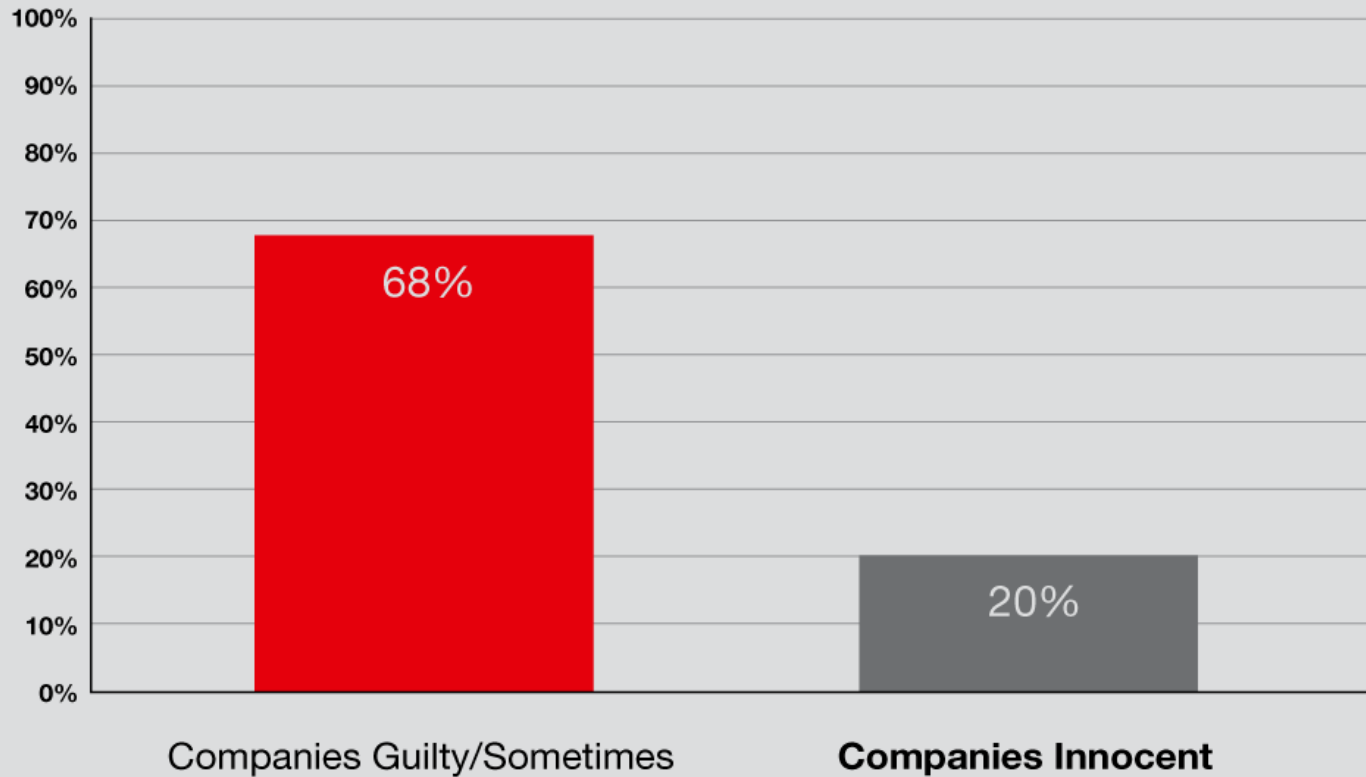
- The Blame Game
- The 24-hour News Cycle & Digital Media
- Guilty Until Proven Innocent
- Lasting Anger
- Lack of Trust
- Global Markets
- Nervous Investors
- Jealous Regulators
- Ambitious Politicians & The Power of Intimidation



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Are Corporations Generally Guilty or Innocent?





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THE WALL STREET JOURNAL.

Stocks Plummet from Ethically Challenged Companies

By MARK WISNIEWSKI
Staff Reporter of THE WALL STREET JOURNAL

NEW YORK, Oct. 1, 2002 — Although investors were bullish on Friday, the Dow Jones Industrial Average fell 100 points to 10,000. The Dow Jones Industrial Average fell 100 points to 10,000. The Dow Jones Industrial Average fell 100 points to 10,000. The Dow Jones Industrial Average fell 100 points to 10,000.

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With the Dow Jones Industrial Average falling 100 points to 10,000, investors were bullish on Friday. The Dow Jones Industrial Average fell 100 points to 10,000. The Dow Jones Industrial Average fell 100 points to 10,000.

There are thousands of companies around the globe that are U.S. listed companies. They are listed on the New York Stock Exchange and other stock exchanges. They are listed on the New York Stock Exchange and other stock exchanges.

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Imperatives

- Immediacy – Be First & Demonstrate Action
- Clarity – The Narrative You Want Told
- Action – What Should You Do
- Results -- Leadership

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Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.

- Sun Tzu

Key Audiences

- Customers & Clients
- Law Enforcement & Regulators (Federal & State)
- Government (Federal & State)
- Media
- Shareholders
- Partners & Related Parties
- Employees
- Analysts
- Credit Rating Agencies

Bulletproof The Brand

- Use Peacetime Wisely
- Be “For” Something
- Know ‘em Before You Need ‘em
- Run to the Light
- Cooperate Whenever Possible
- Switch the Witch

PLAN

1. Identify Scenarios
2. Build and Approve Responses and Core Messages
3. Establish Trigger and Triage Protocols
4. Identify and Train Crisis Team and Third-Party Supporters
5. Conduct Practice and Drill Procedures

TRIGGER

1. Assemble and Engage Crisis Team
2. Assess the Incident Against Plans
3. Update and Prepare Pre-Approved Messages and Materials
4. Prepare Spokespeople with Incident Specifics

MANAGE

1. Activate Dark Website
2. Triage and Prioritize Incoming Media Requests
3. Proactively Reach Out to Media, Community Leaders, and Other Audiences
4. Deploy Additional Resources and On-Site Crisis Team (as needed)
5. Actively Monitor for Media Coverage and New Developments

RECOVER

1. Evolve Messaging from Crisis to Recovery
2. Maintain Engagement and Update Critical Stakeholder Audiences
3. Repair any reputational damage with the organization's critical stakeholders
4. Learn from Crisis Situation and Identify Areas to Improve or Adapt Moving Forward

Digital & Social Media

- Today's Name of the Game – User Passion
- Just ask Domino's Pizza or President Obama
- Speed First – Accuracy Eventually
- The New Opinion Poll
- Rapid Response
- Who Are Yours?

Investor Relations

- Compelling Narrative for the Long Term
- Managing the Company – Not the Stock Price
- Investor Presentations
- Third Parties – Analyst Coverage
- Ongoing SEC-NYSE Requirements

Shareholder Value

- Disclosure & Transparency as a Competitive Advantage
- “Beyond Compliance”
- Good & Trustworthy Corporate Governance
 - Independent Director Availability
 - Ethics Hotline
 - Corporate Governance Principles
- Trend Analysis & Leverage
 - Dodd-Frank – The Potential Impact



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“Take care of your reputation. It is your most valuable asset.”

- Benjamin Franklin